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6 November 1968

MEMORANDUM FOR THE RECORD

SUBJECT: CS SENIOR SEMINAR -- Interview with [   ]   25X1A
                                        (5 November 1968)
                        25X1A

      1. Since he was about to depart on an extended TDY, Chief/   25X1A
AF Division requested that I discuss subject Seminar with [   ]
[   ][   ] This made good sense also since [   ] was   25X1A
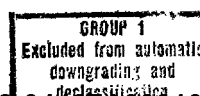the author of the AF reply to the original DDP circular.

25X1A (left margin)

      2. [   ] expressed the conviction that the grade spread,
GS-14 through GS-18, was too great to allow an honest and candid
exploration of difficult problems. He feels that the most important
topics to discuss, including questioning of all our major programs
and the whole field of Covert Action, are in the category of "sacred
cows." While these are exactly the things that should be discussed
if we are really to enhance the effectiveness of Clandestine Services,
GS-14's and 15's would be inhibited in offering their views on issues
which cut very close to sensitive nerves. Therefore, [   ]   25X1A
reiterated his belief that the Seminar should be held in two phases.
In the first phase some fifteen GS-14's and 15's would meet for a
week to study and discuss the current "problems of the Clandestine
Services, including operations, organization, plans and general
effectiveness in the changing world of today." A short paper would
be produced by the Seminar participants and submitted to the DDP.
Subsequently, in the second phase, a group of GS-17's and 18's would
also conduct a one-week Seminar in order to discuss the previously
produced paper and to write a commentary on it, including recommenda-
tions for submission to the DDP. [   ] also strongly recommended
that the papers be non-attributable as another means of ensuring maxi-
mum candor.

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3. [   ] recommended against any attempt to get "doctrine" out of these Seminars. Basically, he said, he was against doctrine, which tends to lead to stultification. What we really wish to learn, he noted, are the best ways of doing our most important tasks, and these ways naturally change with the times and circumstances.
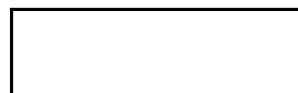
25X1A

25X1C

25X1A

5. Finally, [   ] recommended that the questions for Seminar discussion be changed each time to keep up with current problems.

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6. ⬚ expressed a decided interest in the Seminar, pointing out that as a professional with some years to go he was interested both in training and in improving the effectiveness of the Clandestine Services.

⬚ 25X1A

Coordinator,
CS SENIOR SEMINAR

Addendum

The interview reported above began with a prepared, brief exposition of the origin and nature of the CS Senior Seminar proposal, the modifications which resulted from the written responses to the draft proposal (not prepared by OTR), and a request for further comments and, particularly, identification of "vital, current CS problems."

⬚ 25X1A

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